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11 August 1980

25X1A MEMORANDUM FOR: [REDACTED]
Associate Deputy to the DCI for Resource Management

25X1A FROM: [REDACTED]
Director, Program Assessment Office

SUBJECT: First Draft PAO Study Plan and Input to FY 1983-1987
Guidance

1. The attached data presents, first, an itemization of work PAO is now committed to, by one or more of the following:

- decision letter,
- issue paper,
- study in progress.

Second, it presents an itemization of candidate studies for the period from now until the FY 1983 Program Review. The studies all involve guidance in some way or other, either because:

- someone else should do them but we want to develop terms of reference;
- a joint team should do them; or
- PAO/RMS wants to alert others that they will be doing them and need data or other support.

2. This draft is intended to be thought-provoking and includes topics which go beyond PAO's normal interests. The first questions to be answered concern the value and doability of the studies. Value includes actionability or, as described by [REDACTED] in the 6 August meeting, "a plausible scenario for use of the findings." How best to get it done can then be addressed. Resource limitations will come into play in the next iteration. We have indicated relevant characteristics by each study.

3. The readers should recognize that this is largely a "bottoms-up" plan and, like most such plans, has the strength that it is based on the perceptions of analysts engaged in specific areas. We have not taken a comprehensive "top down" look at study needs, as suggested by PGS, but in most areas, I expect convergence would result from the latter.

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4. It seems most productive to regard the attached as a "PAO kernel" list, solicit PBO and IRO's equivalent list (with votes on PAO's) and a PGS "top down" list. All could be reviewed and clustered/organized by a small team. Then the office directors (+1) could review what we have with management in late August. We would then do a preliminary ranking and partition among groups, and solicit CT's comments and study plans in early September. Discussions could also take place with NSC, OMB and Congressional staffs.

5. Final decisions would be made in late September and appropriate guidance words prepared where external research is involved. RFP's would follow.

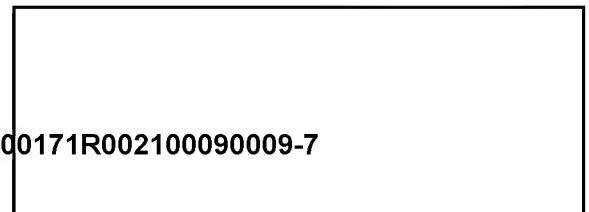


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Attachments:

ANNEX A-PAO Current Commitments
ANNEX B-Candidate Studies for FY 1981
ANNEX C-Selected Rating Criteria

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#13-C/AS
#14-PAO Subject
#15-PAO Chrono
#16-RM Registry

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DCI/RM/PAO: 8/8/80)
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ANNEX B

PAO FY 1981 Study Program
Candidate Studies

8 AUG 1980

Imagery Collection and Processing

<u>Subject Category</u>	<u>Subject</u>	<u>Purpose/Scope/Objective</u>	<u>Comments</u>
1.1	Imagery Exploitation-Collection Flexibility	How can exploitation take advantage of collection sampling strategies? Is topical reporting a step in this direction? Shouldn't exploitation requirements reflect collection requirements/strategies? (U)	<ul style="list-style-type: none">● FY 1983 cross-program review issue.● Exploits previous PAO work.● Community Working Group type study.
1.2	Softcopy Utility Study	What is the incremental value of softcopy versus hardcopy? When, where, how often is it more effective, and how much more effective? Provide tests of significance that include relative frequency of exploitation functions. (U)	<ul style="list-style-type: none">● RM type study.
1.3	Duplication of Exploitation and Photointerpreters Requirements through 1987	Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpretation? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)	<ul style="list-style-type: none">● Likely to influence decision.● Community Working Group type study.

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<u>Subject Category</u>	<u>Subject</u>	<u>Purpose/Scope/Objective</u>	<u>Comments</u>
		given to identifying any interface problems which are potentially correctable by NFIP organizations. In addition, the study could identify potential R&D or operating concepts that might better tailor the existing vans to support contingency operations (e.g., by making them smaller and lighter). (S)	
7.4	Intelligence Support for the RDJIF	As a follow-on to our study on NFIP Support to Contingency Forces, it might be useful to have an IC Staff assessment of what type of intelligence support is being provided the RDJTF. Study should not be undertaken until later in the year after the RDJTF has had an opportunity to organize its resources. (U)	<ul style="list-style-type: none"> ● High intelligence payoff in political sensitivity. ● Exploits previous PAO effort. ● CT/RM type study. ● Guidance type study. ● Possible DCI interest.
7.5	Post Mortems	Based on recommendations in both the Contingency Study and the Senior Review Board's review of the Community's performance in estimating North Korean troop strengths, there appears to be a need for initiating post-mortems on significant events in which elements of the Community are involved. The proposal is that RMS take the lead in this area by convening an interagency group and conducting a prototype post mortem on a recent event (e.g., the Soviet invasion of Afghanistan, the Colombian hostage situation, etc.). Emphasis would be on analyzing the performance and contribution of collection systems and production organizations to identify potential resource implications. For the effort to be most successful, the DCI should explicitly endorse it. (TS)	<ul style="list-style-type: none"> ● High intelligence payoff in political sensitivity. ● Exploits previous PAO effort. ● Community Working Group type study. ● Possible DCI and Congressional interest.
		<u>NRP - General</u>	
8.1	Benefit/Cost Study of NRO Ground Support Operations, Contractor Technical Support and Sustaining Engineering Activities	With the growth in cost of NRP hardware and manpower, it is important that cost reductions that cut into Contractor Technical Support and sustaining engineering be vigorously opposed because the value of these activities far outweigh their costs. (The funding	<ul style="list-style-type: none"> ● Guidance type study.

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<u>Subject Category</u>		<u>Subject</u>	<u>Purpose/Scope/Objective</u>	<u>Comments</u>
			allocations to these support activities tend to be "level of effort" allocations and are often difficult to justify). This study would develop quantitative estimates of the benefits accruing from these activities and how that the costs are well worthwhile. (S/TK)	
25X1A 25X1A NRO 25X1	8.2		Identify possible cross-program architectures for providing capabilities for NRP systems. (S/TK)	<ul style="list-style-type: none">• Likely to influence decisions.• FY 1983 Program Review issue.• Guidance type study.• Possible DCI interest.
	8.3			Possible DCI, OMB and Congressional interest. External research required.
<u>Other Studies</u>				
9.1	Research and Development		How are the Community's resources distributed for R&D? Which organizations receive the bulk of money? What types of research are they doing? Are there areas of research that are being neglected? What kinds of problems could benefit from R&D? How readily does the R&D Community adapt to changing intelligence problems? (U)	<ul style="list-style-type: none">• FY 1983 cross-program review issue.• Community Working Group type study.

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9.5	Funding of Intelligence Systems	In its markup of the FY 1981 NFIP Budget (pp. 42-43), the HPSCI noted "with alarm the increasing trend toward relaying on DoD NFIP augmentation funding to provide needed tactical capabilities." Funding for needed tactical capabilities may soon be provided by any one of five different sources: NFIP, Joint funding arrangements outside of the NFIP, IRA, TCP or DRSP. Someone needs to stand back from the actual budget drill and look at the funding problem in an objective way (if it is possible). A comparative assessment of what is funded where and why; what might be funded where and why; and how this all relates to possible Congressional concern about the proliferation of funding mechanisms might provide some very interesting insights into where we might be headed in the late 1980s. (U)	<ul style="list-style-type: none"> ● High-intelligence payoff in political sensitivity. ● Possible FY 1982 budget review issue. ● RM type study. ● Possible DCI and Congressional interest.
9.6	Intelligence Community Support of the Congress, the Public and the Media	The Center for the Study of Intelligence recently (May 1980) recommended that someone should undertake a study designed to explore at a minimum the following questions: Is the Intelligence Community best able to provide intelligence support to the Congress, or should the legislative branch have its own intelligence analysis system? What is the impact of disseminating unclassified analysis to the public? Is this the best way to provide intelligence or should there be less emphasis on public disclosure of analysis? How does the dissemination of information to the media affect the presently contentious relationship that seems to exist between CIA and the press? Since the impact of intelligence on each of these groups is recognized, the role of intelligence should be studied in a systematic manner. (U)	<ul style="list-style-type: none"> ● High intelligence payoff in political sensitivity. ● PGS type study.
9.7	PAO Management Information System (MIS)	An internal study to define the kinds of Community and management information that PAO needs to routinely obtain to carry out its missions. This study could support a more broadly based RMS/CTS effort and should also help define how we should manage our internal files in light of the automated registry system. (U)	<ul style="list-style-type: none"> ● RM type study.

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Subject Category	Subject	Purpose/Scope/Objective	Comments
	9.8	RMS Budget Ranking Methodology	An evaluation of how the budget ranking process has been carried out in the part of how it is planned for the fall, with special emphasis on the role of PAO. Options for improving the process (on a pilot basis) should be developed and evaluated. (U)
25X1A	9.9	[REDACTED]	A review of the uses for these comms to determine how important they are to [REDACTED] and find out what particular requirements are most important to assure. (S)
		<u>Other Collection Studies</u>	
25X1A	10.1	Structure for Analysis	Develop a model or structure for comparing the relative utility of NFIP collection methods. Provide enough flexibility to allow either inter-int comparisons (e.g. [REDACTED] versus HUMINT) or intra-int comparisons [REDACTED]. Use intelligence functions as a base for comparison (Economic Intelligence, Military Intelligence, Political Intelligence, I&W, crisis management, etc.). Include system availability data and probabilities of success. (S) [REDACTED]
25X1A	10.2	Future Adequacy of National SIGINT Systems	[REDACTED]
			<ul style="list-style-type: none"> • RM type study. • Probably a year too early to do this study. • RM type study. • High intelligence payoff in dollars. • Potential program review issue for FY 1983. • Guidance type study.
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Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study

CT Type study

CT/RM Type Study

CMG Type Study

Guidance Type Study

External Research

Possible DCI Interest

Possible D/DCI/RM Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration